



Middle Manager Leadership Skills Scorecard

Middle managers are the critical bridge between strategy & execution. They translate vision into action, support their teams, & keep momentum strong during times of change. Research shows they're also the biggest drivers of engagement, retention, & culture.

This scorecard is your quick pulse-check on the 12 skills every middle manager needs today. Use it to spark conversations, spot priority areas for development, & guide smart investments in training & support.

Most importantly, think of this as step one: **awareness**. True transformation comes when these insights turn into action, practice, & reinforcement over time, which is where the Middle Manager Protocol™ comes in. Find out more here!

Meet the Middle Manager Protocol™

Instructions

1. Decide whether you are scoring based on individual managers or your middle manager group as a whole.
2. For each skill area, rate how consistently it is demonstrated:
 - 0 Needs Development** → Rarely demonstrates this skill; requires significant improvement or support.
 - 1 Emerging** → Sometimes demonstrates this skill, but inconsistently; would benefit from further development.
 - 2 Strength** → Consistently demonstrates this skill with confidence & effectiveness.
3. Add up the points in each category for a subtotal.
4. Add all subtotals for your overall score.
5. Use the guide at the end to reflect & identify priority areas for development.

Accountability that Drives Results

Behaviors	0 Needs Development	1 Emerging	2 Strength
Follows through on commitments reliably.	☐	☐	☐
Holds others accountable in a way that builds trust.	☐	☐	☐
Addresses missed commitments quickly & directly.	☐	☐	☐
Recognizes individual & team contributions, progress, & success consistently.	☐	☐	☐



SUBTOTAL

Clear & Courageous Communication

Behaviors	0 Needs Development	1 Emerging	2 Strength
Listens actively & ensures mutual understanding.	☐	☐	☐
Sets clear expectations in everyday interactions.	☐	☐	☐
Adapts communication across styles & generations.	☐	☐	☐
Clearly articulates the purpose & impact to align expectations with success.	☐	☐	☐



SUBTOTAL

Building Unshakable Trust

Behaviors	0 Needs Development	1 Emerging	2 Strength
Demonstrates vulnerability (admits mistakes, asks for input).	☐	☐	☐
Shows genuine interest in team's perspectives, needs, & well-being	☐	☐	☐
Creates psychological safety for open dialogue & risk-taking.	☐	☐	☐
Does what they say they will do.	☐	☐	☐



SUBTOTAL

Delegation with Ownership

Behaviors	0 Needs Development	1 Emerging	2 Strength
Delegates clearly with defined success measures.	☐	☐	☐
Balances supporting other's progress without micromanaging.	☐	☐	☐
Trusts team members to own work & grow.	☐	☐	☐
Leverages AI tools to increase productivity while maintaining accountability for outcomes.	☐	☐	☐



SUBTOTAL

Coaching for Growth

Behaviors	0 Needs Development	1 Emerging	2 Strength
Recognizes & leverages team members' strengths.	☐	☐	☐
Asks powerful, open-ended questions.	☐	☐	☐
Empowers team members to get creative & own their outcomes.	☐	☐	☐
Creates tailored opportunities to stretch & challenge team members.	☐	☐	☐



SUBTOTAL

Emotional Intelligence in Action

Behaviors	0 Needs Development	1 Emerging	2 Strength
Manages own emotions under pressure.	☐	☐	☐
Notices & identifies their own strengths & weaknesses.	☐	☐	☐
Responds with empathy in difficult situations.	☐	☐	☐
Reads the room & adjusts style based on context.	☐	☐	☐



SUBTOTAL



Leading Change with Confidence

Behaviors	0 Needs Development	1 Emerging	2 Strength
Connects change to purpose & vision.	☐	☐	☐
Communicates change clearly & consistently.	☐	☐	☐
Models resilience & positive adaptation.	☐	☐	☐
Invites feedback & ideas to encourage adoption & accountability.	☐	☐	☐

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SUBTOTAL	
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Smart Decision-Making & Problem-Solving

Behaviors	0 Needs Development	1 Emerging	2 Strength
Makes timely decisions even with incomplete information.	☐	☐	☐
Weighs short-term needs against long-term impact.	☐	☐	☐
Develops the team’s ability to solve problems.	☐	☐	☐
Makes decisions that align with the company's vision, mission, & desired outcomes.	☐	☐	☐

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SUBTOTAL	
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Influence & Collaboration Across Boundaries

Behaviors	0 Needs Development	1 Emerging	2 Strength
Builds alignment across teams & functions.	☐	☐	☐
Navigates tension without escalating conflict.	☐	☐	☐
Gains buy-in from stakeholders without formal authority.	☐	☐	☐
Utilizes the resources & network available to them.	☐	☐	☐



SUBTOTAL

Time & Energy Mastery

Behaviors	0 Needs Development	1 Emerging	2 Strength
Prioritizes effectively & communicates priorities clearly.	☐	☐	☐
Protects time for high-impact work.	☐	☐	☐
Models healthy energy management & boundaries.	☐	☐	☐
Coaches others to increase their resilience.	☐	☐	☐



SUBTOTAL

Culture Carrier & Belonging Builder

Behaviors	0 Needs Development	1 Emerging	2 Strength
Models organizational values in daily actions.	☐	☐	☐
Reinforces behaviors that support inclusion & belonging.	☐	☐	☐
Creates an environment where all voices are heard.	☐	☐	☐
Addresses behaviors that don't align with the culture directly.	☐	☐	☐



SUBTOTAL

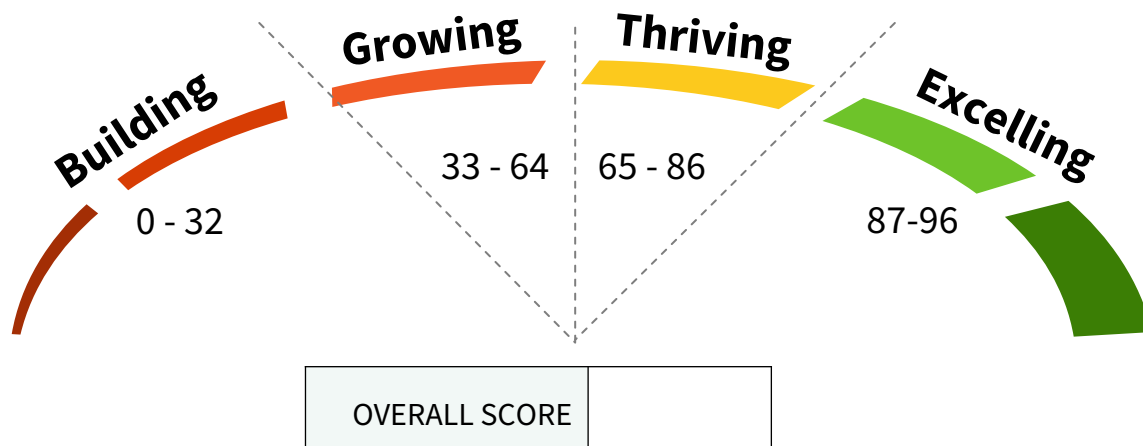
From Peer to Leader: The Identity Shift

Behaviors	0 Needs Development	1 Emerging	2 Strength
Demonstrates a shift from individual contributor to leader mindset.	☐	☐	☐
Sets direction rather than doing the work themselves.	☐	☐	☐
Builds credibility & authority while staying approachable.	☐	☐	☐
Sets & reinforces boundaries appropriately.	☐	☐	☐



SUBTOTAL

Interpreting Your Results



- **0-32 | Building** → Foundational skills are developing; middle managers need targeted support & clear expectations.
- **33-64 | Growing** → Some skills are solid, others need strengthening; focus on building consistency & confidence.
- **65-86 | Thriving** → Most skills are strong & having a positive impact; focus on refining & sustaining progress.
- **87-96 | Excelling** → Middle managers consistently model advanced leadership skills; they're ready to lead through growth & change.

Action Planning Prompts

- Where are your middle managers strongest today?
- Which 1–2 skill areas, if strengthened, would most improve team performance & engagement?
- What support, tools, or training would help close the gap?
- How can senior leaders champion these skills to make them stick?





Meet the Middle Manager Protocol™

Practical, research-backed development with measurable results. A configurable program that combines workshops, coaching, & on-the-job application to help middle managers thrive in the era of AI & lead with Agentic Productivity.

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Interested in learning more?

**Choose The Perk & Unlock
your Leadership Bench.**



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